

# AT&L Management Initiatives Tracking List

Summary of Recommendations from  
Spring 2002 PM Workshop  
PMT 401 Student Recommendations  
Atlanta XXVIII Executive Seminar  
AIAA Conference 2002

# **Recommendations Developed into Initiatives**

## **Approved by PDUSD(AT&L)**

5 Initiatives from 17 recommendations  
Added to AT&L Management Initiatives List

- **Requirements and Acquisition Process (DPAP/ARA/DOT&E/J8)**

- Implement Spiral Requirements Process
- Streamline and integrate both Service and JS requirements and acquisition processes
- Ensure early involvement of OT community in requirements process
- Transition towards assessing capabilities and shortfalls based on warfighter determination of military useful

*SOURCE: PM WORKSHOP BREAKOUT GROUP 6*

- Substitute net-readiness KPP that incorporates interoperability and other parameters
- Educate PMs on Network Centric (vice interoperability)

*SOURCE: PM WORKSHOP BREAKOUT GROUP 7*

- Clarify management policy on Joint Programs

*SOURCE: AIAA CONFERENCE 2002*

- Determine what actions need to be taken to conduct interoperability and Network Centric testing for future mission areas

*SOURCE: ATLANTA EXECUTIVE SEMINAR*

- **Evolutionary Acquisition and Spiral Development (DPAP/ARA/J8)**

- Continue to define and refine terms

*SOURCE: PM WORKSHOP BREAKOUT GROUP 5 & 6*

- Support establishment of an Integrated Acquisition Team to develop the requirements document

*SOURCE: PM WORKSHOP BREAKOUT GROUP 6*

- Institutionalize spiral development/evolutionary acquisition including guidance and training

*SOURCE: PM WORKSHOP BREAKOUT GROUP 6 AND PMT 401 STUDENT*

*RECOMMENDATION*

- Determine user/developer participation in testing
- Determine what actions need to be taken to explore greater use of simulation to reduce test time and cost

*SOURCE: ATLANTA EXECUTIVE SEMINAR*

# **Recommendations Developed into Initiatives**

## **Approved by PDUSD(AT&L)**

5 Initiatives from 17 Recommendations  
Added to AT&L Management Initiatives List

- **Implement “Hold Harmless” policy and guidance (DPAP)**

*SOURCE: PM WORKSHOP BREAKOUT GROUP 5*

- **Develop Acquisition & Logistics Integration approach from the acquisition perspective (DPAP, LM&R)**

*SOURCE: AIAA CONFERENCE 2002*

- **Apply 6 Sigma Implementation to AT&L Processes (DPAP/ARA)**

*SOURCE: PM WORKSHOP BREAKOUT GROUP 9*

# Recommendations Summary

BLACK – Initiative already being pursued (i.e as part of PDG) or in implementation and not necessary to add it to tracking list

Purple – Initiative already an initiative in the tracking list

YELLOW – Initiative complete

RED – OPR does not agree initiative should be added.

# Recommendations Summary

## ***Source PM Workshop Breakout Group 1 “Improving Technology Insertion to Support the 21<sup>st</sup> Century Transformation”***

- **SAE Designate Senior SES with Budget Authority - Comptroller did not agree**
- **Establish/Support Execution Year Programs Increased Re-Programming Authority- Ongoing discussions between Comptroller and Congress (BIC action)**
- **Develop a Pilot Process to Fail Small, Fail Early - Already part of Goal 5 #3**
- **Make technology insertion plan part of acquisition planning - Add to DoD 5000 Guidebook**

## ***Source PM Workshop Breakout Group 2 “Software-Intensive Systems (SIS) and Information Technology (IT) Acquisition Issues”***

- **IT RIT Recommendations should continue to be implemented and tested during the ongoing RIT Pilot Programs - On-going RIT activity already included in Goal 1 #22**
- **Use cost, risk and contribution to overall mission outcomes as key criteria for appropriate tailoring of DoD 5000 - DoD 5000 streamlining will resolve this**
- **Ensure CMM Level 3 requirements be included in all RFPs - An assessment is needed on the impact to vendor base because it could restrict vendor pool**
- **Task NDIA to provide ROI on CMMI - Completed**
- **Create and market education package for CMMI - OSD consensus not reached on value of CMMI**
- **Provide a speaker for Navy A&LE Day to discuss CMM and policy changes - Complete**
- **Encourage CMM initiatives using the Mentor protégé program for small business - OSD consensus not reached on value of CMMI**
- **Investigate ways to incentivize contractors, program offices and government personnel to achieve maturity goals - OSD consensus not reached on value of CMMI**
- **Apply IERP to all ACAT Programs - Already part of DoD 5000**

# Recommendations Summary

## ***Source PM Workshop Breakout Group 2 “Software-Intensive Systems (SIS) and Information Technology (IT) Acquisition Issues” (continued)***

- **Ensure oversight organizations understand IEPR tenets - Add to DoD 5000 Guidebook**
- **Promote IEPRs to PMs - Add to DoD 5000 Guidebook**
- **Gauge utility of IEPR with PMs - Investigate as Outreach program**
- **Coordinate and leverage reviews with other required activities - Investigate as Outreach program**
- **Disseminate systemic finding to gain visibility (through DAU, Deskbook, PM Magazine) - Part of an outreach program**
- **Establish a formal linkage with the enterprise/oversight community to discuss systemic issues - Part of an outreach program**
- **Develop effective strategies for each system issue - Add to DoD 5000 Guidebook**

# Recommendations Summary

## ***Source PM Workshop Breakout Group 3 “Breaking Down the Barriers to Effective Marketing, Recruiting and Hiring”***

- **Create vision/bumper sticker for recruiting and hiring - Already part of Goal 2 #5**
- **Create a branding campaign that distinguishes DoD as a desirable place to work - Already part of Goal 2 #5**
- **Develop senior leadership’s commitment to market and recruit, including appropriate funding - Already part of Goal 2 #5**
- **Model and re-engineer the hiring process - Already part of Goal 2 #5**
- **Authorize on-the-spot hiring authority -Already part of Goal 2 #5**
- **Streamline recruiting, posting and application process using a centralized web - Already part of Goal 2 #5**
- **Create an internal re-recruiting campaign for AT&L workforce - Already part of Goal 2 #5**
- **Develop a customer applicant contact center that proactively manages responses across the AT&L workforce - Already part of Goal 2 #5**
- **Hold organizations and supervisors responsible for retention and career development; provide training and reward success- Part of Acq Demo**

# Recommendations Summary

## ***Source PM Workshop Breakout Group 4 “Developing a Performance Based Logistics Strategy”***

- **Migrate to single line for accounting - Complete - Business rules published by AT&L and Comptroller May 2002**
- **Provide guidance on range of performance - update product support guide - Already part of Formal Logistics Enterprise (FLE)**
- **Eliminate barriers to organic provider performance and accountability - Already part FLE**
- **Establish joint industry/government workshops - Already part of FLE**
- **Develop enabling financial structures - Already part of FLE**
- **Access best practices - Already this is already part of FLE**
- **Broaden definition of sustaining engineering funds- Already part of FLE**
- **Provide guidance on ranges of performance - Already part of FLE**
- **Define realistic incentives including multi-year contracts - Already part of FLE**

## ***Source PM Workshop Breakout Group 5 “Developing Performance Based Agreements for Logistics”***

- **Publish metrics from other organizations to benchmark depot performance - Will be reviewed as part of Hold-Harmless implementation**
- **Clarify terms, responsibilities, business relationships among stakeholders - Already Part of FLE**
- **Improve cost estimating, Business Case Analysis, weapon system cost visibility - Already part of FLE**
- **Identify Performance Agreement opportunities (i.e Service Level Agreements, Memorandum of Agreement, Memorandum of Understanding) for legacy systems- Already part of FLE**
- **Develop process/templates to shorten time line for developing Performance Agreements - Already part of FLE**



# Recommendations Summary

## ***Source PM Workshop Breakout Group 6 “Incorporating Evolutionary Acquisition into the Requirements, Test and Budgeting Process”***

- **Users must drive government lag technology investment decision process - On-going action for implementing Evolutionary Acquisition**
- **Re-title ORD to Iterative Requirements Document - Joint Staff already working and will decided on terminology**
- **Continue these types of forums with industry - On-going action**
- **Increase S&T investments to assure innovative and timely inputs to spiral development - Already part of Quick Reaction Projects and general S&T funding increase**
- **Develop source selection approach that focuses on development and production of “Block 0” versus beyond threshold requirements - Ongoing discussion as part of CJCSI 3170 rewrite**
- **Create broad PEs to support task force capabilities and enhancement areas - Comptroller does not support**
- **Task force level wedge for systems not tied to specific program to fence from budget marks - Comptroller does not support**
- **Fully define and fund current spiral before beginning development efforts - Already part of DoD 5000**
- **S&T fund to TRL 7 before committing to technology - TRL 7 is goal before committing to technology is already part of DoD 5000 but issue of who funds depends on technology.**

# Recommendations Summary

## ***Source PM Workshop Breakout Group 7 “Transformation Toward Network Centric Warfare Capability”***

- **Expand and modify STAR to include real information operations, threats and vulnerabilities and address concerns in ORD - Will reassess with completion of DPG requirements effort**
- **Develop process friendly to Network Centric Warfare - Part of DPG study**

## ***Source PM Workshop Breakout Group 8 “New Ideas in Sustainment R&D”***

- **Require that evolutionary strategies address sustainment - On-going action for implementing Evolutionary Acquisitions**
- **Conduct business case analysis and plan for sustainment R&D- Already part of FLE**
- **Incorporate sustainment R&D as an essential element of transformation strategy- Already part of FLE**
- **There needs to be direct feedback from the field to legacy system PMs on high maintenance drivers - Already part of FLE**
- **Emphasize sustainment as a critical component of system development in program management training - Already part of FLE**
- **Assign an appropriate organization to develop a coherent plan for sustainment R&D - Already part of FLE**

## ***Source PM Workshop Breakout Group 9 “Embedding Quality into the AT&L Processes”***

- **Initiate pilots: bid and proposal process; requirements process; milestone approval process - Not necessary due to DPG study already underway**
- **Initiate discontinuous change on how AT&L approached process improvements - Senior leadership needs to decide if they want or pursue - depends on outcome of 6 sigma investigation**
- **Secure industry Involvement - Senior leadership needs to decide if they want or pursue and depends on outcome of 6 sigma investigation.**

# Recommendations Summary

## ***Source PMT 401 Student Recommendations***

- **Designate PD USD(AT&L) as the “OSD Evolutionary Acquisition (EA) Advocate” - On-going effort**
- **Establish a uniform DoD-wide process that requires anyone receiving S&T funding to register their technology - DDR&E already working on a data base**
- **Acquisition program responsible for the technology should fund technology - Changes how 6.1/6.2/6.3 funding is managed and creates problems where technology applies to more than one program**
- **Develop a tool to establish consistent TRLs - Already part of DoD 5000 and will be implemented in Best Practices Guide**
- **Make the acquisition PM ultimately accountable for technology insertion - Already part of DoD 5000 and will be implemented in Guide**
- **Establish a single organization with responsible for interoperability - On-going as part of AT&L re-organization**
- **Establish a central funding source with PMO retaining responsibility for interoperability - Difficult to implement due to functional lines of how the Services are funded**
- **Reorganize the entire acquisition structure from a service based PEO structure to one that more closely aligns to how the combatant Commanders actually operate to improve interoperability - Difficult to implement due to Title 10 responsibilities and how Services are funded**
- **S&T fund to TRL 7 before committing to technology - TRL 7 is goal before committing to technology is already part of DoD 5000 but issue of who funds depends on technology.**

# Recommendations Summary

## ***Source Atlanta XXVIII Executive Seminar***

- **Clarify Family of Systems - On-going as part of DPG study and requirements/DoD 5000 changes**
- **Improve sustainment planning and execution throughout the lifecycle to reduce costs by considering integrated service contractor into large OEM/TSPR contracts - Already part of Goal 1 #17**
- **Develop a multifunctional workforce with skill sets for new technology to ensure we have the workforce with the right skills, capabilities and experience - Already part of Goal 2 #6**
- **Determine what actions need to be taken to integrate the supply system across the DoD to form an end-to-end distribution system - Already part of Goal 1 #16 and will also be part of a Separate DPG study**

## ***Source AIAA Conference 2002***

- **Develop better ways to partner between industry and government - Already part of various initiatives under Goal 3**
- **Develop R&D Incentives - Already part of various initiatives under Goal 3 and Goal 5**
- **Determine how to flow down efforts from prime contractors to sub-contractors (example Performance Based Payments) - Already part of various initiatives under Goal 3**